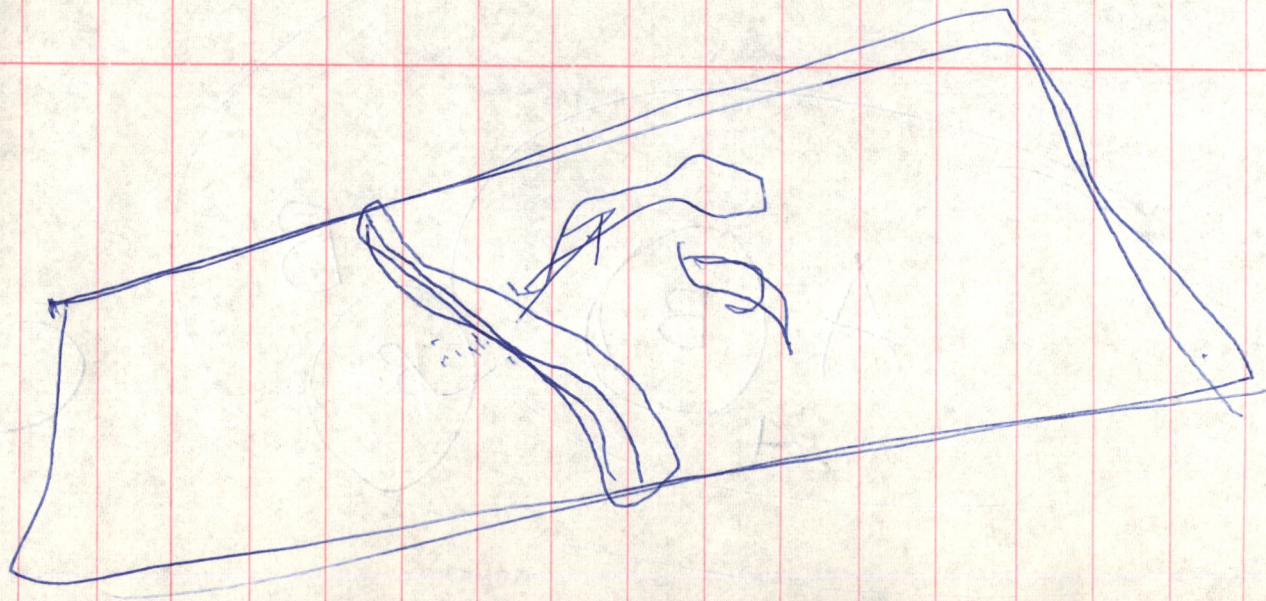


9



Plan:

GVN considers ~4000 hamlets "secured":

Team can be usefully employed ~6-8 weeks.

Are DATs needed in these?

Yes: a) protect group

b) labor, civic action

c) Train self-defense force

Thus, 6 hamlets per year ~~for~~ per group.

$6 \overline{) 333} -$ for 2000 hamlets.

Meanwhile, train specialists at province level
to work in other 2000 hamlets.

+ 3 spec of each specialists $\begin{matrix} CG \\ NCO \\ CA \end{matrix}$, or 9-man
team to work in other 2000 hamlets

Plan:

3800 "secured" hamlets should be primary targets
for 1966. But US/GVN want to show more blue
area on map.

1000 new hamlets: 3 long — 4 hamlets per year.

3 months "too long" (!). 250 teams

Cadre should be able to withstand 1 VC platoon;
though if well-trained, could hold VC company.

"Adequate security" also depends on coord. with

RF/PF

Would rather see 59-man groups limited to
about 500-groups.

Easy to have many more ~~500~~ 59-man groups:
but hard to find suitable leaders and deputy leaders.
Maintain quality.

At end of successful pac: In provinces:

0. PSDF

1. Police

2. PFF

All, if war is over. If war continues,

3. 1 RF br, in companies

500

59

4500

2500

29500

Vann: Suppose cadres stay indefinitely, as civil
servants.

Plan: Cadre must select & train "static cadres" to remain working in village admin.

Increase, as operation succeeds, in individual cadre.

The 81 groups in the current course — 5000 — "are not trained." Current leaders get only 4 hours in each specialty.

Now — work on instructors. Prepare them on new concept. 2) Use instructors to go into province to train the group leaders: ~ 2 weeks in province.

3) Use instructors to go out to work in field.

Meanwhile, need publication/orientation teams to go out to work ~~with~~ in orienting military, admin, in province.

All these tasks limit

$$\begin{array}{r} 833 \\ 6 \overline{) 5000} \end{array}$$

500 teams maximum "indefinitely"

Also, 9-man teams.

Also, village/hamlet officials should be considered "static cadre."

Ellis



Quality of training and leadership much more important than time allotted to work in hamlets.

Chair:

If we simply continue PAT concept, easy to expand; plan on 3000 groups, just replacing PF.

But if we emphasize broader responsibilities, higher quality and leadership.... don't need to work in all hamlets

If cadre does no more than PATs, other RVNAF units will be most jealous and suspicious of expansion.

Chair: agree, to phase out PF in 2-3 years to become RF/cadre/PFF.

Cham: My initial proposal for Cadre was to
take from PF: divide PFs into two types:

- a) "Mobile" PF's, with extra pay given by OSA
- b) Binding.

500-team limit assumed PFs remained; you could
not draw systematically from PF.

If you can draw from PF, most of quality/
leadership problem is solved — can expand faster;
and this is best solution.

[e.g. as cadre move into hamlet

Don't stop recruiting into PF — or VC will get them.

And PF training is good preparation for cadre.

(PFs now unhappy to see youth + draft dodgers get into
cadre; but if membership in PFs was prerequisite to
serve in cadre

Cham: cadre does not compete, w.r.t. incentives, with
PF, still less with ARVN. : but with PF + village/hamlet officials.

Chau:

Vann: Suppose we give priority in recruiting to RF. (to forestall MACV/RVNAF objections).

Chau: Without reduction, village/district officials will fear that PFs all go into big units (RF/cadre) — abandoning countryside to VC.

Vann: eventually raise age level for cadre.

Chau: yet... disastrous if outposts are abandoned — MACV couldn't achieve this till after Diem fell — then they died, with disastrous results.

Vann: but MACV said posts should be replaced by mobile patrolling — this didn't happen.

Chau: but wait have mobile patrols without posts.

Vann: but need fewer posts, larger, patrols between posts.

Chau: US argued as if PF were American soldiers.

Like trying to fire 105 for 15 kilometers.

Cham:

With posts, GVN may not control pop., but at least pop. stayed there; when posts were removed in late-63, pop. fled or went over to VC.

Hence, draw from PF slowly and carefully.

If we simply announce PFs are to go into RF/cadre, "then in 2 months the VC will have half the [remaining] countryside."

Recruit ^{from PF} on ad hoc basis, where recruiting is difficult

Cadre program should be sold on positive basis, as not just killing VC; but as pacifying countryside.

PFs are not in F primarily for pay; it's to ^{stay out} of VC and ARVN; ^{and to do something important;} if ~~then~~ it is announced that there's no future in PF (as practical draft-exemption), or function, units will all desert.

[to VC?]

200/north desertion from reg. is due to draft system. We took away manpower from local area to train & "fight" elsewhere; so VC take over home area.

Meanwhile, drafters see their homes taken over: bad morale.

First, draft ^{everyone} into PF; PF should supply RF; RF should supply ARVN.

7

Col. Khoi:

Kien Cadre \rightarrow PSDF as opposed to PF;
but no one has planned for PSDF or prepared
to support it. K has proposed: give min RD
power to coord cadre, PSDF, PF/RF.

Key question: Who will stay behind after cadre,
to provide protection: and how long do cadre stay?

~ at least 6 months needed to pacify a hamlet.

500 hamlets to be pacified this year — in part
by picking easier hamlets (in Quang Ngai —
pick really secure hamlets, instead of